

25 August 1977

*Jack*

The issue raised by the author is one of professionalism - how are professional standards achieved and maintained? Whether we are dealing with matters of knowledge, technical skill, ethics and integrity, loyalty, behavioral attitudes, or leadership, a profession aspires to and of necessity must develop standards that are self-enforcing. That is not to say that there should be no external audit; no society - or bureaucracy - can risk the potential for arrogance and hubris in a professional group subject to no restraints. But a profession which has to rely on "outside objective observers" to insure the adequacy of its leadership selection process is no profession at all.

This is not to suggest that the process has worked as well as it should in the Clandestine Service profession. But the cleansing process must be found, and I believe is being found, within the Service. Criticism from outside can stimulate and energize the process, but cannot replace the essential requirement for the Service to develop a level of professionalism in its policies and practices for developing leadership - policies and practices in which the members of the Service have confidence.

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This statement  both exaggerates the problem and naively suggests a solution that would in the long run undermine the goals of professional expertness and elan that the author desires. We simply must hold the Clandestine Service responsible for meeting the higher standards for selecting personnel for advancement that we have set out for them.

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Date: 24 August 1977

25X1 TO: A/DDCI

FROM: 

SUBJECT: "Eyes Only" Letter to DCI

## REMARKS:

Attached is a copy of an "Eyes Only" letter to the Director. He has asked that I respond to it, and in the course of preparing to do so I discovered that the author has resigned already.

The Director asks you to give him your opinion of the recommendations in this letter. Please pass your response back through me so that I may coordinate with the DDO's response for the DCI.

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HAND CARRIED